



## City of North Bay Supplemental Report to Council

Report No: CAO-2024-003

Date: April 22, 2024

Originator: John Severino, P.Eng, MBA

Business Unit:  
Administration

Department:  
Office of the CAO

Subject: Organizational Review

Closed Session: yes  no

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### Recommendation

That the Organizational Review remain on Committee for the Chief Administrative Officer to return to present an implementation plan.

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### Background

Council received report, CAO 2024-002, on April 23, 2024, regarding the Organizational Review subsequent to which the Organizational Review has been completed. A summary of KPMG's recommendations is attached as Appendix A to this Report to Council. Additionally, a summary of the recommendations from Redbrick Communications resulting from the communications review is attached as Appendix B.

KPMG and Redbrick Communications will present their recommendations to Council at a Special Committee meeting scheduled for April 30, 2024. Following the presentations, Council will have an opportunity to ask questions of the presenters.

The full reports will be available on the City's website the following day. After Council has had the opportunity to review the full report, and if there is a need for additional clarification on items related to the KPMG Report, the questions will either be answered by the CAO or arrangements will be made to have KPMG return.

This report also provides three options, which are described below, for how the Council may wish to proceed.

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## Financial/Legal Implications

To fund potential implementation of recommendations Capital Project No. 4353GG – Organizational Review Implementation was established during the 2024 Budget deliberations.

Capital Project No. 4353GG - Organizational Review Implementation was included in the City's 2024 Capital Budget and Forecast Plan with funding of \$250,000, \$150,000 and \$155,000 in 2024, 2025 and 2026 respectively. This funding was identified to initiate the implementation of the recommendations in a phased manner. Updated funding requirements will be brought forward to Council as part of the Senior Leadership Team's implementation plan following prioritization and analysis of each strategic recommendation.

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## Corporate Strategic Plan

- |   |   |
|---|---|
| <input type="checkbox"/> Natural North and Near                           | <input type="checkbox"/> Economic Prosperity                |
| <input checked="" type="checkbox"/> Affordable Balanced Growth            | <input checked="" type="checkbox"/> Spirited Safe Community |
| <input checked="" type="checkbox"/> Responsible and Responsive Government |   |

## Specific Objectives

Ensure the efficient and effective operations of the city, with consideration to the impact of decisions on the property tax rate.

Ensure continuous improvement of governance and administration.

Explore opportunities to reduce the costs of government service delivery, including shared services and new technologies.

Work with community stakeholders to enhance safety and integration throughout the City.

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## Options Analysis

Option 1: That the Organizational Review remain on Committee for the CAO to return to present an implementation plan.

This is the recommended option. This option allows Council to review the full report while allowing the CAO and staff to begin developing an implementation plan.

Option 2: That Council approve the KPMG report and recommendations, including the recommendations from Redbrick Communications, in principle and direct the CAO to undertake an analysis of the strategic opportunities presented and provide an implementation plan to Council for approval.

Option 3: Do not accept the report and recommendations, including the recommendations from Redbrick Communications, in principle and

do not direct the CAO to provide an implementation plan to Council for approval. This option is not recommended as implementation of the recommendations presented provides the municipality with opportunities for more effective and efficient service delivery.

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### **Recommended Option**

That the Organizational Review remain on Committee for the Chief Administrative Officer return to present an implementation plan.

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Respectfully submitted,

Name: John Severino, P.Eng., MBA

Title: Chief Administrative Officer

Personnel designated for continuance:

Name: John Severino, P.Eng., MBA

Title: Chief Administrative Officer

Attachments:       Appendix A – KPMG Executive Report  
                          Appendix B – Redbrick Communications Executive Report